



Social Sciences and Humanities
Research Council of Canada

Conseil de recherches en
sciences humaines du Canada

Social Sciences and Humanities Research Council of Canada

**2008-2009
Estimates**

Report on Plans and Priorities

Jim Prentice
Minister of Industry

Canada



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List of Abbreviations

CFI	Canada Foundation for Innovation
CGS	Canada Graduate Scholarships (program)
CIHR	Canadian Institutes of Health Research
CURA	Community-University Research Alliances (program)
FTEs	full-time equivalents
MCRI	Major Collaborative Research Initiatives (program)
NSERC	Natural Sciences and Engineering Research Council
RPP	Report on Plans and Priorities
S&T	science and technology
SSHRC	Social Sciences and Humanities Research Council
SRG	Standard Research Grants (program)

Section I: Departmental Overview

1.1 Minister's Message



The Government of Canada is committed to creating an environment where all Canadians have every opportunity for continued prosperity.

We laid out our long-term economic plan in *Advantage Canada*. It identified five Canadian objectives, related to tax reduction, debt reduction, entrepreneurship, knowledge in the workforce, and infrastructure, that will help us improve our quality of life and succeed on the world stage. I'm pleased to note the commonality between these advantages and Industry Canada's mission

of fostering a growing, competitive, knowledge-based economy.

Clearly, our government is making strides towards achieving our long-term goals. For example, we have provided \$190 billion in broad-based tax relief over this and the next five years, including cuts to corporate, small business and personal taxes. Our debt repayment goals have been accelerated by three years. We're setting the right conditions for entrepreneurs to thrive, for research and development to flourish, for additional competition and growth in the wireless sector, and for our workforce to build on its expertise. Finally, we continue to invest heavily in our physical infrastructure to build the networks needed to carry our people, goods and services across Canada and beyond.

In May 2007, Prime Minister Harper unveiled our Science and Technology Strategy, *Mobilizing Science and Technology to Canada's Advantage*. It is a policy framework that has received wide acclaim, both in Canada and internationally. Our government believes that science and technology, and research and development, are more critical than ever to pushing forward the frontiers of knowledge, and transforming that knowledge into new products, services and technologies.

Our hard work is paying off. The economic fundamentals are in place to help us realize our goals. We boast strong public finances, an economy that is as healthy as it has been for a generation and low unemployment.

As Minister of Industry, I look forward to implementing our government's agenda for providing effective economic leadership—an agenda that provides concrete, realistic solutions to the economic challenges our country is facing.

As always, we must build on our success as a nation. In this regard, Industry Canada and its portfolio partners continue to strive towards a fair, efficient and competitive marketplace, an innovative economy, competitive industries, and sustainable

communities—in short, outcomes that will help Canadians continue to enjoy a quality of life that is second to none.

It gives me great pleasure to present the annual *Report on Plans and Priorities* for the Social Sciences and Humanities Research Council, outlining in greater detail its main initiatives, priorities and expected outcomes for the upcoming year.

Jim Prentice
Minister of Industry

1.2 Management Representation Statement

I submit for tabling in Parliament, the 2008-2009 *Report on Plans and Priorities* (RPP) for the Social Sciences and Humanities Research Council (SSHRC).

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2008-09 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- it adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance;
- it is based on SSHRC's strategic outcomes and program activities that were approved by the Treasury Board;
- it presents consistent, comprehensive, balanced and reliable information;
- it provides a basis of accountability for the results achieved with the resources and authorities entrusted to SSHRC; and
- it reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

Chad Gaffield
President

1.3 *Raison d'être*

SSHRC is the federal agency that promotes and supports university-based research and training in the humanities and social sciences. Through its programs and policies, the Council enables the highest levels of social sciences and humanities research excellence in Canada, and facilitates knowledge-sharing and collaboration across research disciplines, universities, and all sectors of society.

In 1977, SSHRC was created with a legislative mandate to “a) promote and assist research and scholarship in the social sciences and humanities; and b) advise the Minister in respect of such matters relating to such research as the Minister may refer to the Council for its consideration.” During the past 30 years, SSHRC has pursued this mandate in three ways:

- by investing, through fellowships and research training, in Canada’s best and brightest minds to develop the talent needed across society (“people”);
- by fostering research excellence that advances knowledge and builds understanding about where we have been, where we are and where we might go as individuals, communities, and societies (“research”); and
- by supporting the partnerships, interactions and knowledge-sharing that brings the benefits of research in the social sciences and humanities to the larger society (“knowledge mobilization”).

1.4 *Organizational Information*

SSHRC reports to Parliament through the minister of Industry. SSHRC is governed by a 22-member Board, or Council, which the Governor-in-Council appoints to represent the interests of the academic, public and private sectors across Canada. SSHRC’s governing Council meets regularly, determines program and policy priorities, initiatives, and budget allocations, and monitors their implementation. Following a change to SSHRC’s bylaws in 2007, the governing Council is now chaired by the vice-president of Council, while the president serves as SSHRC’s chief executive officer, manages day-to-day affairs, has a direct relationship with stakeholders and the public, and is accountable for the administration of public funds and for delivering on the Council’s mandate.

SSHRC also has selection committees made up of university-based researchers and, where appropriate, experts from outside the academic community. These committees adjudicate applications to SSHRC programs in accordance with the principles of rigorous independent expert review based on excellence.¹ Each year, between 350 and 400 Canadian and international scholars and experts volunteer to serve on SSHRC selection committees. Together, they assess over 9,000 research and fellowship proposals and make recommendations, based on academic excellence and other key criteria, about which projects to fund. About 5,000 other Canadian and international experts provide

1. See http://www.sshrc.ca/web/about/governance_e.asp#selection.

written assessments of proposals to help the selection committees in their decision-making.

SSHRC's organizational structure is presented in Figure 1. Accountability for the delivery of program activities and sub-activities at the vice-president level is presented in Table 1.

Figure 1: SSHRC's Organizational Structure

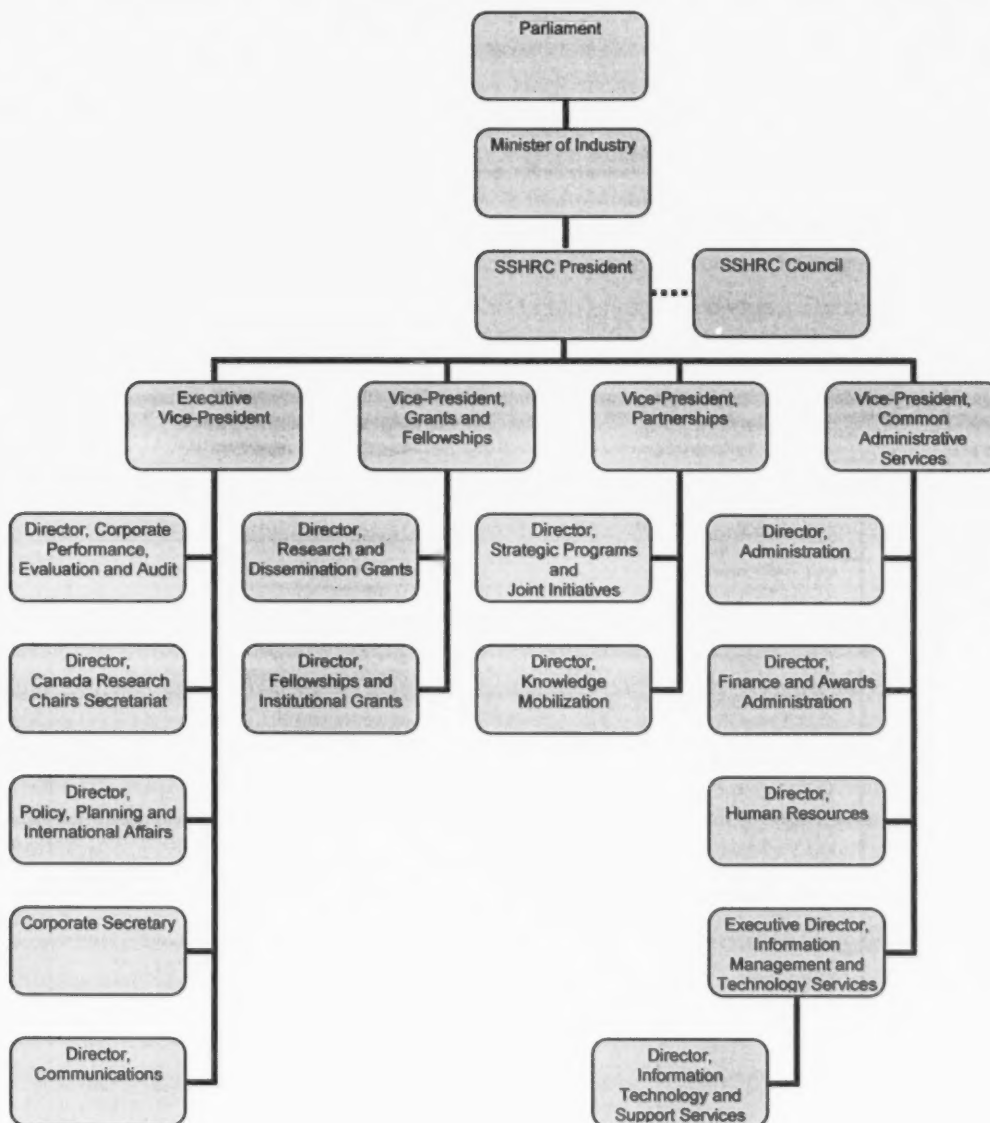


Table 1: Accountability for Program Activities and Sub-Activities

Program Activity	Program Sub-Activity	Accountability
Strategic Outcome 1.0: People—A First-Class Research Capacity in the Social Sciences and Humanities		
1.1 Fellowships, Scholarships and Prizes	1.1.1 Canada Graduate Scholarships	Vice-President, Grants and Fellowships
	1.1.2 Doctoral Fellowships	
	1.1.3 Postdoctoral Fellowships	
	1.1.4 Prizes and Special Fellowships	
1.2 Canada Research Chairs	1.2.1 Canada Research Chairs Program	Executive Vice-President
Strategic Outcome 2.0: Research—New Knowledge Based on Excellent Research in the Social Sciences and Humanities		
2.1 Investigator-Framed Research	2.1.1 Standard Research Grants	Vice-President, Grants and Fellowships
	2.1.2 Major Collaborative Research Initiatives	
2.2 Targeted Research and Training Initiatives	2.2.1 Strategic Research Grants	Vice-President, Partnerships
	2.2.2 Strategic Joint Initiatives	
	2.2.3 Initiative on the New Economy	
2.3 Strategic Research Development	2.3.1 Research Development Initiatives	Vice-President, Grants and Fellowships
	2.3.2 Community-University Research Alliances	
	2.3.3 SSHRC Institutional Grants	
	2.3.4 Aid to Small Universities	Vice-President, Grants and Fellowships
	2.3.5 Other Strategic Research Development	
	2.3.6 International Opportunities Fund	Vice-President, Partnerships
	2.3.7 BOREAS: Histories from the North—Environment, Movements, Narratives	
Strategic Outcome 3.0: Knowledge Mobilization—The Transfer, Dissemination and Use of Social Sciences and Humanities Knowledge		
3.1 Research Communication and Interaction	3.1.1 Aid to Scholarly Publications Programme	Vice-President, Grants and Fellowships
	3.1.2 Aid to Research Workshops and Conferences in Canada	
	3.1.3 Aid to Research and Transfer Journals	
	3.1.4 Aid and Attendance Grants to Scholarly Associations	
	3.1.5 Strategic Research Clusters	Vice-President, Partnerships
	3.1.6 Networks of Centres of Excellence	
	3.1.7 Knowledge Impact in Society	
Strategic Outcome 4.0: Institutional Environment—A Strong Canadian Science and Research Environment		
4.1 Indirect Costs of Research	4.1.1 Indirect Costs Program	Executive Vice-President

1.5 Voted and Statutory Items Displayed in Main Estimates

Table 2: Voted and Statutory Items Displayed in Main Estimates

Vote or Statutory Item	Truncated Vote or Statutory Wording	2008-09 Main Estimates (\$ thousands)	2007-08 Main Estimates (\$ thousands)
80	Operating expenditures	21,303	19,993
85	Grants	622,042	596,984
(S)	Contributions to employee benefit plans	2,342	2,283
	Total Agency	645,687	619,260

1.6 Planned Spending and Full-Time Equivalents

Table 3: Planned Spending and Full-Time Equivalents

(\$ millions)	Forecast Spending 2007-08	Planned Spending 2008-09	Planned Spending 2009-10	Planned Spending 2010-11
Fellowships, Scholarships and Prizes	102.3	104.1	106.0	106.0
Canada Research Chairs	61.8	61.8	61.8	61.8
Investigator-Framed Research	90.6	91.0	90.3	90.3
Targeted Research and Training Initiatives	17.4	19.0	22.0	18.8
Strategic Research Development	24.7	27.3	24.3	24.3
Research Communication and Interaction	22.4	27.4	27.6	27.6
Indirect Costs of Research	300.1	315.1	315.1	315.1
Total Main Estimates	619.3	645.7	647.1	643.9
<i>Adjustments</i>				
<i>Supplementary Estimates</i>				
2007 Federal Budget—SSHRC	10.9			
2007 Federal Budget—Indirect Costs Program	15.0			
2007 Federal Budget—Canada Graduate Scholarships	2.9			
2007 Federal Budget—Centres of Excellence for Commercialization and Research	32.7			
Transfer from Sport Canada—Sport Participation Research Initiative	0.7			
Transfer from Citizenship and Immigration Canada—Immigration and the Metropolis	0.8			
Transfer from Fisheries and Oceans Canada—Ocean Management Research Network	0.3			
Transfer to the Royal Military College—Indirect Costs Program	(0.7)			
Transfer to the Royal Military College—Salary Portion of Canada Research Chairs Program	(0.1)			
Federal Accountability Act funds (for evaluation activities)	0.3			
<i>Other</i>				
Carry-forward from 2006-07	1.0			
Compensation for collective bargaining	0.1			
Treasury Board Policy on Internal Audit funds	0.1			
<i>Total Adjustments</i>	<i>64.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>
Total Planned Spending	683.3	645.7	647.1	643.9
Less: Non-respendable revenue	1.8	1.8	1.8	1.8
Plus: Cost of services received without charge	3.5	3.5	3.5	3.5
Net Cost of Program	685.0	647.4	648.8	645.6
Full-Time Equivalents (FTEs)	189	194	194	194

1.7 Summary Information

Table 4: SSHRC's Planned Resources and Priorities

Planned Resources	2008-09	2009-10	2010-11
Financial (\$ millions)			
SSHRC Budget	\$330.6	\$332.0	\$328.8
Indirect Costs	\$315.1	\$315.1	\$315.1
Total	\$645.7	\$647.1	\$643.9
Human (FTEs)	194	194	194
Priorities for 2008-11			Type
1. Optimize program design and delivery to strengthen Canada's people and knowledge advantages • Develop and implement a long-term strategy for funding research in management, business and finance • Develop and implement a framework for the continuous improvement of SSHRC's suite of programs • Identify and advance opportunities to consolidate, harmonize and align programs, procedures, and policies with the Natural Sciences and Engineering Research Council (NSERC), the Canadian Institutes of Health Research (CIHR), and the Canada Foundation for Innovation (CFI), where appropriate • Improve service delivery to SSHRC's client community through the implementation of integrated business processes and new technology			New
2. Strengthen SSHRC's contribution to Canada's entrepreneurial advantage • Develop and implement a knowledge mobilization strategy			New
3. Ensure value-for-money in public investments in social sciences and humanities research • Improve reporting on the results and impacts of SSHRC's investments • Further develop and implement performance, evaluation and audit approaches to inform decision-making and program management			Ongoing

Table 5: Program Activities by Strategic Outcome

		Planned Spending (\$ millions)			
Program Activity	Expected Results	2008-09	2009-10	2010-11	Contrib- utes to Priorities
Strategic Outcome 1.0: People—A First-Class Research Capacity in the Social Sciences and Humanities					
1.1 Fellowships, Scholarships and Prizes	Highly qualified personnel, expert in research, are available to pursue various knowledge-intensive careers within universities, industry, government and other sectors.	104.1	106.0	106.0	1
1.2 Canada Research Chairs	A world-class research capacity is enhanced in social sciences and humanities in Canadian universities and research institutes through the attraction and retention of excellent researchers.	61.8	61.8	61.8	1
Strategic Outcome 2.0: Research—New Knowledge Based on Excellent Research in the Social Sciences and Humanities					
2.1 Investigator-Framed Research	Investigator-framed research creates a synergy contributing to observable knowledge advancement and dissemination of research results throughout the academic community and beyond.	91.0	90.3	90.3	1, 2
2.2 Targeted Research and Training Initiatives	Excellent SSHRC-funded research is targeted in areas of importance to Canadians (as defined by SSHRC, in consultation with the research community and various stakeholders).	19.0	22.0	18.8	1, 2
2.3 Strategic Research Development	Research institutions are supported to conduct research development, and new research and researchers are attracted in strategic and critical areas.	27.3	24.3	24.3	1, 3
Strategic Outcome 3.0: Knowledge Mobilization—The Transfer, Dissemination and Use of Social Sciences and Humanities Knowledge					
3.1 Research Communication and Interaction	Interactions between researchers and between researchers and users of research are taking place.	27.4	27.6	27.6	2
Strategic Outcome 4.0: Institutional Environment—A Strong Canadian Science and Research Environment					
4.1 Indirect Costs of Research	Universities and colleges have the necessary resources, research facilities and services to carry out and mobilize world-class research, and have the ability to meet their institutional teaching and citizenship mandates while carrying out world-class research.	315.1	315.1	315.1	1

1.8 Plans and Priorities

In July 2005, SSHRC published a strategic plan for 2006-11. The Council developed this plan following an extensive consultation that explored proposals for both minor and major changes to SSHRC's strategic outcomes, programs and activities. This consultation involved thousands of dedicated and generous individuals on campuses and communities across Canada who took part in open discussions and who wrote briefs to help SSHRC shape the future. Published as *Knowledge Council: Social Sciences and Humanities Research Council Strategic Plan 2006-2011*, the final document distilled the conclusions of the consultation into three key ambitions: quality, connections and impact. These three ambitions now characterize SSHRC's vision, which is:

- to enhance the **quality** of, and support for, research and research training in the social sciences and humanities;
- to enable **connections** among disciplines, including with those in engineering and the natural and health sciences, as well as between research and the larger community, in Canada and in the rest of the world; and
- to increase the **impact** of research and research training for the benefit of society.

1.8.1 SSHRC and the Federal Science and Technology Strategy

Since September 2006, SSHRC's new president has engaged the research community and other stakeholders in a dialogue about the changing research and policy environment. A major event in this changing environment was the Government of Canada's new Science and Technology Strategy, *Mobilizing Science and Technology to Canada's Advantage*, published in May 2007. The strategy emphasizes three advantages, all of which relate directly to central concerns of the humanities and social sciences: an entrepreneurial advantage that translates knowledge into practical applications; a knowledge advantage that generates new ideas and builds research excellence; and a people advantage that increases the supply and retention of highly skilled individuals that Canada needs to thrive in the new global economy.

The strategy is guided by four principles:

- promoting world-class excellence;
- focusing on priorities;
- encouraging partnerships; and
- enhancing accountability.

The strategy commits Canada to continued G7 leadership in public sector research in order to strengthen Canada's people, knowledge and entrepreneurial advantages. Similarly, the strategy emphasizes the importance of independent expert evaluation to ensure non-partisan transparency in the allocation of public funds. The strategy also calls for improved governance measures, a more integrated approach to supporting research, improved client service, and increased accountability and better reporting of results.

The priorities and principles of the Science and Technology Strategy are directly linked to SSHRC's ambitions of quality, connections and impact, and SSHRC's strategic outcomes of People, Research, and Knowledge Mobilization. Because the successful implementation of the strategy depends on having top-quality, comprehensive research capacity across all fields, it offers SSHRC an excellent framework within which to enhance the contribution of research and training in the social sciences and humanities to Canada and the world.

The Science and Technology Strategy calls for a concerted national effort to strengthen, co-ordinate and align our actions to mobilize science and technology (S&T) to Canada's advantage. The three federal funding agencies—SSHRC, NSERC and CIHR—in conjunction with CFI, have been working together to co-ordinate, align, and/or collaborate on their activities to implement the commitments of the Science and Technology Strategy. The granting agencies are collaborating through structured working groups that engage all levels of the organizations. They have identified four key areas for early action: international S&T, program harmonization and alignment, identifying the appropriate balance of funding in Canada's research funding system, and improving the ability to measure and report on the impact of S&T expenditures. Many of these themes are reflected in SSHRC's own priorities for 2008-11, outlined below.

1.8.2 Priority 1: Optimize Program Design and Delivery to Strengthen Canada's People and Knowledge Advantages

Support for research in management, business and finance and other priority areas

The federal Science and Technology Strategy calls on the federal research agencies to focus investments in priority areas of strength and opportunity where Canada can build global research and commercial leadership. In Budget 2007, the federal government recognized management, business and finance as one of these priority areas, allocating to SSHRC a permanent increase of \$11 million per year to support research in these areas. SSHRC subsequently launched its management, business and finance initiative with the overarching goal of contributing towards innovative management, entrepreneurship, and sustainable economic development practices in Canada through peer-reviewed research and research training. In addition to improving understanding of the innovation system itself, the initiative will reinforce, for the long term, the specialized knowledge base and cadre of expertise necessary to feed Canada's S&T advantage.

In its first year, the initiative was implemented through a number of existing and proven program mechanisms. The program mechanisms were chosen for their ability to support research projects, research development activities, and knowledge mobilization activities, and one-year projects as well as multi-year projects. A longer-term plan for this investment is now required. In 2007-08, SSHRC requested an assessment of Canadian strengths in management, business and finance research, to be undertaken by the Council of Canadian Academies. The results of this independent assessment, with other analyses

of Canadian capacity and state of the art in these areas of research, will inform SSHRC's long-term approach to this investment.

In addition to developing and strengthening its support for research in the priority areas of management, business and finance, SSHRC is also investigating opportunities to work with the other granting agencies in strengthening their joint support for research in other priority areas. In particular, the agencies are exploring a tri-agency initiative for research on the environment (see section 2.2.2.).

In 2008-11, SSHRC will develop and implement a long-term strategy for funding research in management, business and finance.
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Continuous improvement of programs

In pursuit of its ambition to enhance the quality of and support for research and research training in the social science and humanities, SSHRC now offers roughly 35 separate grants and scholarships programs. These have been created and modified over the years to generate new research talent, support innovative research, and facilitate the dissemination and application of new knowledge. Over the past 10 years, SSHRC has been an innovator in developing funding models and establishing research themes, often on a pilot basis, with many positive results. The longer-term implications of these newer programs on overall program coherence must now be assessed. Recent evaluations of programs, as well as the evaluation of the Strategic Joint Initiatives program mechanism, have also suggested a need to review program design and objectives. The need to examine SSHRC's suite of programs with an eye to overall coherence has also been confirmed in discussions between the president and the research community. The examination of SSHRC's program offerings will be complemented by an assessment of SSHRC's peer-review practices by a blue ribbon panel of international experts.

In 2008-11, SSHRC will develop and implement a framework for the continuous improvement of SSHRC's suite of programs.
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A harmonized Canadian research funding landscape

SSHRC is committed to pursuing the ambition of a connected research landscape that is both inclusive and dynamic. As more and more researchers across all disciplines emphasize the need to put people in the picture, new strategies for advancing knowledge are reflecting the human dimensions of topics that were once considered to be strictly technological or scientific.

The increasing call for interdisciplinary and cross-science research presents opportunities and challenges for Canada's established research granting agencies. Separate funding programs and application processes present barriers to researchers working at the exciting and fertile interface of disciplines. This is why the federal Science and Technology Strategy calls for a more integrated tri-council approach to funding research, and calls on

the granting agencies to consolidate, harmonize and align programs, where appropriate. In particular, there are promising opportunities for new inter-agency collaboration on the current federal S&T priority areas: environment, health, natural resources and energy, and information and communication technologies.

In 2008-11, SSHRC will identify and advance opportunities to consolidate, harmonize and align programs, procedures and policies with NSERC, CIHR and CFI, where appropriate.

Improved service delivery

SSHRC recognizes that, with an academic environment that is increasingly research-focused, and a research funding environment that is increasingly competitive, the administrative requirements related to preparing research proposals are significant and time-consuming. Researchers also devote time and energy to serving the research community by participating in the peer-review process as reviewers or as committee members. Without compromising on the elements of the process necessary to ensure fairness and effectiveness in funding the most promising research, SSHRC can alleviate the administrative burden on researchers through improved integrated business processes and tools.

In 2008-11, SSHRC will improve service delivery to its client community—Canadian researchers and trainees in the social sciences and humanities—through the implementation of integrated business processes and new technology.

Each of the activities under Priority 1, all aimed at optimizing program design and delivery, have clear links with each other. The separate projects will be managed in such a way that early results from one can inform the development of others. For instance, the examination of SSHRC's suite of programs will help identify opportunities for alignment with the program offerings of the other funding agencies. As well, improvements to service delivery will be developed with an eye to opportunities for harmonizing SSHRC's application and funding processes with those of the other funding agencies.

1.8.3 Priority 2: Strengthen SSHRC's Contribution to Canada's Entrepreneurial Advantage

A knowledge mobilization strategy

An important strategy for realizing Canada's entrepreneurial advantage is effectively mobilizing knowledge and expertise towards practical application beyond academia. Knowledge mobilization helps ensure that the full economic and social value of public investments in research is realized. This mobilization is all the more direct when the research is undertaken in partnership between researchers and practitioners in the sectors in which it will potentially be applied. More and more, universities themselves are

assuming a responsibility to foster connections between their campuses and their communities, and are becoming local hubs for creativity and innovation.

SSHRC has taken a leadership role in facilitating knowledge mobilization. It is the focus of SSHRC's third Program Activity Architecture strategic outcome, and has been an ongoing focus of its strategic planning in recent years. Over the past decade, the Council has created new dedicated funding mechanisms to support knowledge mobilization activities. Such funding mechanisms were in place when SSHRC invested a portion of its 2007 \$11 million budget increase to fund creative and productive interactions between researchers and practitioners in management, business and finance. (See section 2.3 for more information on SSHRC's knowledge mobilization efforts.)

To better achieve its Knowledge Mobilization strategic outcome, SSHRC has, over the last two years, created a new vice-president position (vice-president, partnerships), and a new Knowledge Mobilization division. It has established the SSHRC Leaders, composed of senior administrators representing nearly 60 Canadian universities, who have been nominated to serve as points of contact with SSHRC on issues of research support, knowledge mobilization and building new partnerships with stakeholders. To consolidate all of what SSHRC has learned in its experience with knowledge mobilization over the last several years, and to guide the further development of SSHRC's activities toward this strategic outcome, an updated and flexible knowledge mobilization strategy is now required.

In 2008-11, SSHRC will develop and implement a knowledge mobilization strategy.

1.8.4 Priority 3: Ensure Value-for-Money in Public Investments in Social Sciences and Humanities Research

Improved reporting on results and impacts

Research in the social sciences and humanities has major impacts on society, as it advances knowledge and builds understanding about individuals, groups and societies in the past and present. However, the challenge remains of how to assess and communicate the nature and magnitude of those impacts. Being able to articulate the impacts of public investments in research is an important part of improving SSHRC's accountability to Canadians.

Addressing this challenge goes beyond the familiar counting of journal articles and books, or indicators such as citations. Rather, it requires expanding the focus to encompass outcomes such as when research helps to change thinking and behaviour in everyday life. Since the process by which research affects the larger society is often complex and sometimes unpredictable, no single indicator of these impacts can capture the full value of the research. SSHRC is addressing this challenge through its impacts initiative, which includes:

- 1) funding new research on developing new approaches and methodologies to assess the return on public investment in research;
- 2) collaborating with NSERC, CIHR, CFI and Industry Canada, to develop impact assessment frameworks; and
- 3) improving internal capacity to identify, collect and communicate the results of SSHRC-funded research.

The impacts initiative supports the Science and Technology Strategy commitment to improve the ability to measure and report on the impact of S&T expenditures.

In 2008-11, SSHRC will continue to work towards improving reporting on the results and impacts of its investments.

Improved performance, evaluation and audit approaches

Another aspect of SSHRC accountability relates more directly to assessing the Council's overall performance as an organization, as well as the performance of its granting programs. SSHRC undertakes evaluations of its programs, policies and systems in accordance with its risk-based evaluation plan, and collects data for performance measurement in accordance with its performance measurement framework. SSHRC is currently transitioning from a three-year, risk-based evaluation plan to a five-year, full-coverage evaluation plan, adhering to statutory obligations under the *Federal Accountability Act*. SSHRC has also been actively preparing for the release of the Treasury Board of Canada Secretariat's new evaluation policy, and will be able to begin implementing it soon after its release, anticipated in 2008.

SSHRC continues to work with the Treasury Board of Canada Secretariat to improve its performance, evaluation and audit activities, and will focus next on improving the processes by which its performance, evaluation, and audit findings inform its decision-making and program management. To help achieve this, the Council has established a Performance and Evaluation Committee made up of members of SSHRC's senior management. SSHRC will also be adding additional staff to its Corporate Performance, Evaluation and Audit Division. These changes will further SSHRC's capacity to continue evolving as a high-performing learning organization.

In order to ensure a robust internal audit function, SSHRC has restructured this function in alignment with the Treasury Board of Canada Secretariat's 2006 Policy on Internal Audit. As a first step in this restructuring, SSHRC entered into an interim service agreement with NSERC for shared internal audit services in July 2007. The shared approach allows for a greater scale and economy of operations, facilitated by the fact that NSERC and SSHRC already share common administrative services, in which most of the core management controls reside. The restructuring will also enable SSHRC to meet the Policy on Internal Audit requirement for the chief audit executive to provide annual holistic opinion to the president and audit committee on the effectiveness and adequacy

of SSHRC's risk management, control and governance processes, and report on individual risk-based audits.

The shared approach will avoid duplicating efforts in delivering both the holistic assurance function and individual risk-based audits involving SSHRC and NSERC's common management controls. The transition toward shared audit services for NSERC and SSHRC is underway and will continue in 2008-09.

In 2008-11, SSHRC will further develop and implement performance, evaluation and audit approaches to inform decision-making and program management.
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Section II: Analysis of Program Activities by Strategic Outcome

SSHRC is committed to supporting excellence in social sciences and humanities research and research training; supporting research knowledge and capacity that has social, economic, and cultural returns for Canadians; helping shape the research enterprise; and contributing to innovation. The Council's investments contribute to significant advances in knowledge, understanding and expertise in the social sciences and humanities, and to the development of a first-class research capacity in Canada. These investments are an integral part of an effective Canadian science and technology policy.

Overall, SSHRC's activities are aimed at achieving:

- enhanced capacity in the social sciences and humanities stemming from the supply of highly qualified people with leading-edge research skills to knowledge-intensive careers in universities, industry, government and other sectors of the economy;
- knowledge based on excellent research in the social sciences and humanities to help better understand the world and address complex and pressing societal issues; and
- enhanced linkages among researchers nationally and internationally, and enhanced connections between researchers and users to achieve effective knowledge mobilization and impact, with economic and social benefits for Canadian society.

The structure of section II follows SSHRC's Program Activity Architecture in terms of its four strategic outcomes and seven program activities:

- 1) **People:** 1) Fellowships, Scholarships and Prizes; and 2) Canada Research Chairs.
- 2) **Research:** 1) Investigator-Framed Research; 2) Targeted Research and Training Initiatives; and 3) Strategic Research Development.
- 3) **Knowledge Mobilization:** Research Communication and Interaction.
- 4) **Institutional Environment:** Indirect Costs of Research.

2.1 *People: A First-Class Research Capacity in the Social Sciences and Humanities*

One of the key outcomes of SSHRC's programs is developing talented people. This talent comes in the form of research trainees, new researchers embarking on promising careers, and established researchers with international reputations. SSHRC's program activities directly supporting the development of talent are described below. SSHRC also supports students indirectly, by funding research projects that engage students in conducting research.

The federal government's Science and Technology Strategy recognizes that talented, skilled, creative people are the most critical element of a successful national economy. Demand is growing rapidly for highly qualified personnel who are creative, analytical and articulate, as well as sophisticated in their understanding of individuals, communities and societies in the past and present. This is what SSHRC's investments in people help to produce. Canada should strive to become a magnet for the highly skilled people we need to thrive in the modern global economy. Having the best-educated, most highly skilled and flexible workforce in the world will generate Canada's people advantage.

2.1.1 Fellowships, Scholarships and Prizes

Table 6: Fellowships, Scholarships and Prizes

Fellowships, Scholarships and Prizes	2008-09	2009-10	2010-11
Financial Resources	\$104.1 million	\$106.0 million	\$106.0 million
Human Resources	28 FTEs	28 FTEs	28 FTEs
Expected Results	Highly qualified personnel, expert in research, are available to pursue various knowledge-intensive careers within universities, industry, government and other sectors.		

This program activity addresses demands from the private, public and not-for-profit sectors for large numbers of highly qualified personnel trained in the social sciences and humanities, and for faculty renewal at universities. Around 30 per cent of SSHRC's overall grants and scholarships budget is dedicated to directly supporting master's, doctoral and postdoctoral awards.²

2. The budget excludes the Indirect Costs program, which SSHRC administers on behalf of all three granting agencies.

In 2007-08, SSHRC commissioned an audit of the effectiveness and efficiency of the administration of the fellowships, scholarships and prizes programs, and developed a management response.

Recognizing the many ways Canadian students can benefit from international academic experiences (in particular, the opportunity to work with world-class scholars, wherever they are based), SSHRC is also undertaking a study of international student mobility, and is incorporating this question into the current evaluation of the SSHRC Doctoral Fellowships program. In addition, an inter-agency working group has begun integrating international mobility issues into the survey for the evaluation of the Canada Graduate Scholarships (CGS) program. The results of the evaluation are expected in 2008-09.

Canada Graduate Scholarships program

The CGS program was established by the federal government in 2003 to support graduate students who demonstrate scholarly potential and achievement at the highest levels. Administered by the three federal granting agencies, the program has a master's component and a doctoral component. Over 50 per cent of CGS awards are administered by SSHRC, for graduate students in the social sciences and humanities. Budget 2007 increased SSHRC's share of the overall CGS program budget by \$3 million in 2007-08, \$4.1 million in 2008-09, and \$5.3 million in 2009-10 and ongoing. At the end of three years, SSHRC will be awarding an additional 200 scholarships a year, for a total of 2,600 awards (1,300 at the master's level and 1,300 at the doctoral level).

In 2007, the CGS scholarships were dedicated to the memory of pioneers in Canadian research and innovation. Those awarded by SSHRC now bear the name of Joseph-Armand Bombardier.

SSHRC Doctoral Fellowships

SSHRC offers support for excellent doctoral research through its well-established SSHRC Doctoral Fellowships program. This program is being evaluated jointly with the Canada Graduate Scholarships program, with results expected in 2008-09. In 2008-09, the Council will offer some 650 new SSHRC Doctoral Fellowships.

Postdoctoral Fellowships

SSHRC's Postdoctoral Fellowships program supports the most promising new social sciences and humanities scholars who have recently completed or will soon complete a PhD or equivalent, and who do not hold a tenured or tenure-track faculty position. The fellowships help new researchers establish a research base at a crucial stage in their careers. In 2008-09, the Council will offer about 170 new Postdoctoral Fellowships.

Prizes

Outstanding achievements in social sciences and humanities research should not only be celebrated in the research community but should also be promoted in Canadian society at large. The Council promotes social sciences and humanities research through its annual prizes to outstanding researchers at different career stages: established scholar, new researcher, postdoctoral fellow and doctoral fellow. Recognizing Canadian research talent in the social sciences and humanities not only honours the individual recipients; it also serves as a clear statement to the research community at large that its efforts are valued, and provides an opportunity to demonstrate to Canadians some of the outcomes of their investments in Canadian research and researchers.

2.1.2 Canada Research Chairs

Table 7: Canada Research Chairs

Canada Research Chairs	2008-09	2009-10	2010-11
Financial Resources	\$61.8 million	\$61.8 million	\$61.8 million
Human Resources	21 FTEs	21 FTEs	21 FTEs
Expected Results	A world-class research capacity is enhanced in social sciences and humanities in Canadian universities and research institutes through the attraction and retention of excellent researchers.		

The Canada Research Chairs Program invests \$300 million a year to attract and retain some of the world's most accomplished and promising minds. These chairholders are world-class researchers, who, supported by strategic infrastructure funding from the Canada Foundation for Innovation (CFI), are improving universities' capacity to generate and apply new knowledge. Chairholders advance the frontiers of knowledge in their fields not only through their own work, but also by teaching and supervising students and co-ordinating the work of other researchers.

The program's key objective is to enable Canadian universities, together with their affiliated research institutes and hospitals, to achieve the highest levels of excellence and become world-class research centres in the global, knowledge-based economy. SSHRC administers the program and hosts the Canada Research Chairs Secretariat on behalf of the three federal granting agencies.³

3. See <http://www.chairs.gc.ca>.

The Chairs program also seeks to:

- strengthen research excellence in Canada and increase Canada's research capacity, by attracting and retaining the best researchers;
- improve the training of highly qualified personnel through research;
- improve universities' capacity to generate and apply new knowledge; and
- promote the best possible use of research resources, through strategic institutional planning and collaboration among institutions and between sectors.

In 2008-09, its eighth year of operation, the Secretariat will administer the ongoing program and renew, replace or reallocate chairs and chairholders in accordance with the changing allocations to institutions. The Secretariat will apply a revised method for calculating allocations that embodies the principles of consistency, both with program objectives and among agencies and similar programs; fairness; and transparency.

International competition for the best researchers is intense. When it was established, the Canada Research Chairs Program was unique—not only in its concept, but also in its magnitude. The program's governance and impact have since received significant interest from other countries. Several such countries and jurisdictions have either begun or are embarking on plans to recruit and repatriate top-level researchers to their universities. However, this suggests that the competition for top talent may become even tougher in the future. The Chairs program is instrumental in ensuring that Canadian universities and their research affiliates continue to foster research excellence and enhance their roles as world-class centres of research excellence in the global, knowledge-based economy.

Attracting and retaining top research talent in Canada stimulates new demand for the funding of research activities. The success of the Chairs program increases the expectations for research funding from the three granting agencies. The ability of the granting agencies to support the increase in research activity is a critical factor for the continued success of the Chairs program.

We are seeing, in an increasing number of domains such as human health, the environment and labour productivity, that private as well as public decision makers are faced with choices that require input from research results. The Chairs program intends to play an instrumental role in developing expert capacity in these and other fields. Chairholders will be mobilized to act as a national strategic resource to provide advice on the various challenges that Canada faces.

An audit of the effectiveness and efficiency of the administration of the Canada Research Chairs Program is planned for 2008-09. A summative evaluation of the program is planned for 2009-10.

2.2 *Research: New Knowledge Based on Excellent Research in the Social Sciences and Humanities*

SSHRC is Canada's key instrument for supporting world-class research in the social sciences and humanities. The activities under SSHRC's Research strategic outcome help create a broad spectrum of knowledge and capacity in such areas as anthropology, law, social work, urban and regional studies, linguistics, literature, business, economics, education, and fine arts. This capacity for creating knowledge and understanding is a critical factor for Canada's quality of life and competitiveness in the knowledge economy, and, as a result, is critical in ensuring Canada's knowledge advantage.

2.2.1 Investigator-Framed Research

Table 8: Investigator-Framed Research

Investigator-Framed Research	2008-09	2009-10	2010-11
Financial Resources	\$91.0 million	\$90.3 million	\$90.3 million
Human Resources	51 FTEs	51 FTEs	51 FTEs
Expected Results	Investigator-framed research creates a synergy contributing to observable knowledge advancement and dissemination of research results throughout the academic community and beyond.		

The current renewal of faculty at Canadian universities is driving an increasingly active research environment and creating enormous pressures to support a larger, more cost-intensive and internationally connected social sciences and humanities research community. These, in turn, have a considerable impact on SSHRC, especially on its programs supporting investigator-framed research—the Standard Research Grants (SRG) and Major Collaborative Research Initiatives (MCRI) programs. Recent data show that faculty renewal and increased research activity are putting steadily mounting pressure on the SRG program. For example, 1,055 researchers applied to the 2007-08 SRG competition as “new scholars”—a 90-per cent increase over the 2000 competition. In the case of established scholars, the 1,480 that applied to the 2007-08 SRG competition represent a 50-per cent increase over the 2000 competition.

Standard Research Grants

The SRG program serves as a catalyst for creativity and knowledge generation in the social sciences and humanities in Canada. The program, SSHRC's largest single investment, supports research programs that explore an enormous range of issues dealing with human experience, and that help Canadians understand an increasingly complex world. The program offers opportunities for researchers to obtain support for their most

creative and innovative proposals, following a process of independent peer review conducted by national and international experts. Because of the program's rigorous standards, securing an SRG grant is seen as an important endorsement of research excellence for both new and established faculty.

SRG grants, while directly funding research activities, also make a significant contribution to research training. For one, SSHRC's support of world-class research helps to create a dynamic and productive research environment that enriches the quality of research and training for undergraduate and graduate students. Moreover, students benefit from participating actively in research activities through graduate fellowships and research assistantships in SSHRC-funded projects. Thus, in order to ensure a high-quality training experience for a greater number of students, excellent researchers must have the means to provide these students with a competitive research environment. This exposure nurtures the range of skills that labour markets demand, within and beyond academia.

An evaluation of the SRG program is planned for 2009-10.

Major Collaborative Research Initiatives

The MCRI program supports large-scale, leading-edge research that has potential for intellectual breakthrough and addresses broad and critical issues of intellectual, social, economic, and cultural significance. The research it supports reaches these goals by effectively co-ordinating and integrating diverse research activities and research results. MCRI project research questions have a breadth and scope that requires many scholars with different perspectives and different types of expertise to work together in an enriching and effective way.

2.2.2 Targeted Research and Training Initiatives

Table 9: Targeted Research and Training Initiatives

Targeted Research and Training Initiatives	2008-09	2009-10	2010-11
Financial Resources	\$19.0 million	\$22.0 million	\$18.8 million
Human Resources	40 FTEs	40 FTEs	40 FTEs
Expected Results	Excellent SSHRC-funded research is targeted in areas of importance to Canadians (as defined by SSHRC, in consultation with the research community and various stakeholders).		

The activities in this category are aimed at producing new knowledge on, and capacity in, pressing social, economic, and cultural issues of particular importance to Canadians, and

at ensuring this knowledge and capacity are available for decision-making in various sectors. SSHRC uses two main program mechanisms to achieve this: Strategic Research Grants, which support research on identified themes; and Strategic Joint Initiatives, through which SSHRC partners with public, private and not-for-profit organizations to co-fund targeted research and research training support programs. Since 1989, the Council has co-created 45 joint initiative programs.

Among the Strategic Research Grants programs, the Research/Creation Grants in Fine Arts pilot program was evaluated in 2007-08, and an evaluation of the Aboriginal Research pilot program will be completed in 2008. An evaluation of the Strategic Joint Initiatives mechanism was also completed in 2007-08, and management has prepared a response. As well, a summative evaluation of the Immigration and the Metropolis joint initiative with Citizenship and Immigration Canada is planned for 2008-09. These evaluations will serve as important input to the examination of SSHRC's suite of programs, which is planned as a priority activity for 2008-11.

Management, Business and Finance

In Budget 2007, the federal government allocated a permanent increase of \$11 million to SSHRC's budget to support research in management, business and finance. In 2007-08, this allocation was invested through a number of SSHRC's existing program mechanisms and under several program activities. This approach has allowed SSHRC to support a broad continuum of activities to develop and strengthen management, business and finance research—from fostering innovation in methodologies and approaches, to supporting small- and large-scale research projects, to building knowledge-sharing networks and designing new ways to transfer knowledge to research users.

The first targeted call for management, business and finance research proposals generated considerable response from the social sciences and humanities research community, with more than 350 applications received for the Management, Business and Finance research grants program alone.

The results of the first management, business and finance competitions will provide SSHRC with a better understanding of these fields' pressing research questions and promising research directions, and the most effective program mechanisms to support these. In addition, SSHRC is anticipating the findings of a Government of Canada-sponsored independent assessment by the Council of Canadian Academies of Canada's capacity and strengths in management, business and finance research. The results will feed into SSHRC's development of a long-term plan for its \$11 million annual investment in this area.

Environment

The three federal research granting agencies are currently exploring the possibility of developing a "grand challenges" initiative to mobilize the research community to address environmental issues. A co-ordinated, comprehensive research platform would address

issues such as the unique challenges and opportunities for Canada in its Arctic region; the convergence of energy, natural resources and the environment; the impact on human health; and the economic, social and behavioural dimensions of environmental issues. The initiative would prioritize and rank challenges in environmental science and policy, and fund research towards potential solutions. This collaboration could represent a unique opportunity to brand Canada as an environmental leader.

2.2.3 Strategic Research Development

Table 10: Strategic Research Development

Strategic Research Development	2008-09	2009-10	2010-11
Financial Resources	\$27.3 million	\$24.3 million	\$24.3 million
Human Resources	35 FTEs	35 FTEs	35 FTEs
Expected Results	Research institutions are supported to conduct research development, and new research and researchers are attracted in strategic and critical areas.		

SSHRC's strategic research development activities are aimed at exploring and developing new perspectives, directions, modes and institutional capacity for research in the social sciences and humanities. Some of SSHRC's programs in this category include the Community-University Research Alliances (CURAs), Research Development Initiatives, SSHRC Institutional Grants, and Aid to Small Universities programs. The Council's strategic research development category also includes special activities that enable SSHRC to strategically position the social sciences and humanities within Canada and internationally.

An audit of the effectiveness and efficiency of the administration of the CURA program is planned for 2008-09.

International Community-University Research Alliances Targeting Science and Technology Priority Areas

The CURA program's overall objective is to support the creation of alliances between community organizations and postsecondary institutions that, through ongoing collaboration and mutual learning, foster innovative research, training and the creation of new knowledge in areas of importance for the social, cultural, or economic development of Canadian communities. The CURA program also provides unique research training

opportunities to a large number of undergraduate and graduate students in the social sciences and humanities. Ultimately, the program aims to reinforce community decision-making and problem-solving capacity.

The CURA program supports an innovative mode of research—knowledge creation through the sustained interaction of researchers and research users. CURA projects have been extremely innovative, and continue to innovate, in techniques and methodologies for conducting research at the researcher-user interface.

In 2007-08, SSHRC partnered with the International Development Research Centre to launch a new \$6.27-million, six-year initiative based on the CURA model. The partnership will engage research teams from Canada and developing countries, and create alliances between community organizations and postsecondary institutions. Through a process of ongoing collaboration and mutual learning, these alliances will foster comparative research, training and the creation of new knowledge in areas of shared interest and importance for the social, cultural, or economic development of communities in both Canada and lower- and middle-income countries. International CURAs will focus on the following areas of research, which are aligned with federal Science and Technology Strategy priority research areas:

- the environment and natural resource management;
- information and communication technologies for development;
- innovation, policy and science; and
- social and economic policy related to poverty reduction, equitable economic and social development, health, and human rights.

Interest in this new partnership has been very strong, with the program receiving more than 100 letters of intent for its first competition.

International Opportunities Fund

The International Opportunities Fund was established in 2005 to help researchers from Canadian postsecondary institutions start and develop international research collaborations, and to facilitate Canadian participation and leadership in current or planned international research initiatives offering outstanding opportunities to advance Canadian research.

The program has received significant interest to date. Results of the first four competitions show that Canadian researchers are actively pursuing international collaborative opportunities with researchers from a diverse range of countries on all continents: Europe (37 per cent), South America (18 per cent), Asia and the Middle East (18 per cent), North America (12 per cent), the Pacific region (8 per cent), Africa (3 per cent), and Central America and the Caribbean (3 per cent). The overwhelming number of submissions and their quality confirm a need for improved support for international collaborative research opportunities.

2.3 Knowledge Mobilization: The Transfer, Dissemination and Use of Social Sciences and Humanities Knowledge

Moving new knowledge from academia into realms where it can be applied more directly to the benefit of Canadians has been a dominant theme in SSHRC's strategic planning for several years. SSHRC understands this challenge in the broadest sense: that it is not merely about "transferring" knowledge after it has been produced, but also about allowing opportunities for practitioners and other research users to participate and influence the knowledge-production process from the beginning. Knowledge mobilization is a key strategy for realizing Canada's entrepreneurial advantage.

2.3.1 Research Communication and Interaction

Table 11: Research Communication and Interaction

Research Communication and Interaction	2008-09	2009-10	2010-11
Financial Resources	\$27.4 million	\$27.6 million	\$27.6 million
Human Resources	15 FTEs	15 FTEs	15 FTEs
Expected Results	Interactions between researchers and between researchers and users of research are taking place.		

Research—and the creation of new knowledge, capacity and talent through research—produces direct and indirect social, economic, and cultural benefits for Canadians. These benefits are achieved largely by mobilizing, disseminating, transferring and applying research-based knowledge. In fact, effectively mobilizing knowledge and applying research results are as essential to research impact as is the research itself.

SSHRC invested a portion of its 2007 \$11 million budget increase in knowledge mobilization mechanisms to support creative, productive interactions between researchers and practitioners in management, business, and finance. SSHRC funded:

- targeted Strategic Knowledge Clusters to create and sustain creative, innovative knowledge networks of researchers and practitioners working on a specific theme within management, business, and finance;
- targeted Knowledge Impact in Society projects to support universities in undertaking their own outreach and engagement activities on management, business and finance themes; and
- targeted Public Outreach Grants to help communicate management, business and finance research results to a range of audiences beyond academia.

Strategic Knowledge Clusters

A cornerstone of the Council's new strategic vision, "clustering" of research efforts promotes research interaction and knowledge mobilization. SSHRC's Strategic Knowledge Clusters program, launched in 2006, calls on the research community to identify key research areas, issues and topics that would benefit from improved networking and communications—both among researchers, and between researchers and those in the public, private, and not-for-profit sectors who use research knowledge to address important issues.

The program, which funds networking activities as opposed to research activities, is designed to strengthen connections among researchers and between researchers and research users, create innovative research training environments, and promote and showcase Canadian research strengths internationally. In 2007-08, SSHRC included the Strategic Knowledge Clusters mechanism in its management, business and finance initiative, and planned to fund up to four clusters focused on management, business, and finance themes.

2.4 Institutional Environment: A Strong Canadian Science and Research Environment

2.4.1 Indirect Costs of Research

Table 12: Indirect Costs of Research

Indirect Costs of Research	2008-09	2009-10	2010-11
Financial Resources	\$315.1 million	\$315.1 million	\$315.1 million
Human Resources	4 FTEs	4 FTEs	4 FTEs
Expected Results	Universities and colleges have the necessary resources, research facilities and services to carry out and mobilize world-class research, and have the ability to meet their institutional teaching and citizenship mandates while carrying out world-class research.		

In the last decade, the Government of Canada has made significant investments in Canadian research through the activities of the three federal research granting agencies, as well as those of Genome Canada, Canada Research Chairs and CFI. Universities have benefited greatly from this increased funding, but, at the same time, they have seen their operating costs increase substantially. The federal government has taken steps to lighten this financial burden by establishing the Indirect Costs program. Budget 2007 announced that \$15 million per year would be added to the program's \$300-million-per-year budget.⁴

The Indirect Costs program aims to support the institutional environment for research in all fields, not only the social sciences and humanities. SSHRC administers the program on behalf of the three federal research granting agencies. The Indirect Costs program supports about 140 eligible universities, colleges, and affiliated research hospitals and health-research institutes. Its key goal is to help eligible institutions pay a portion of the indirect costs—such as of library acquisitions, maintenance of research databases, and financial administration services for research—associated with conducting federally supported academic research. The Government of Canada's contribution to defraying these costs helps maintain a sustainable and competitive research environment for recipient institutions. It also helps smaller postsecondary institutions, which cannot benefit from the economies of scale realized by larger universities, in their efforts to increase their research capacity.

The program's priorities are set out in its terms and conditions and reflect the federal government's commitment to research, and to an infrastructure that supports a vibrant and well-equipped research environment. Eligible institutions are awarded grants based on the amount of funding they have received from each federal granting agency.

In 2007-08, SSHRC, on behalf of the three agencies, launched a summative evaluation of the Indirect Costs program, to be completed in 2008-09.

4. See <http://www.indirectcosts.ca>.

Section III: Supplementary Information

Table 13: Departmental Link to the Government of Canada Outcomes

		Planned Spending (\$ millions)			Alignment to Gov't of Canada Outcome Area
Program Activity	Expected Results	2008- 09	2009- 10	2010- 11	
Strategic Outcome 1.0: People—A First-Class Research Capacity in the Social Sciences and Humanities					
1.1 Fellowships, Scholarships and Prizes	Highly qualified personnel, expert in research, are available to pursue various knowledge-intensive careers within universities, industry, government and other sectors.	104.1	106.0	106.0	An innovative and knowledge-based economy
1.2 Canada Research Chairs	A world-class research capacity is enhanced in social sciences and humanities in Canadian universities and research institutes through the attraction and retention of excellent researchers.	61.8	61.8	61.8	An innovative and knowledge-based economy
Strategic Outcome 2.0: Research—New Knowledge Based on Excellent Research in the Social Sciences and Humanities					
2.1 Investigator-Framed Research	Investigator-framed research creates a synergy contributing to observable knowledge advancement and dissemination of research results throughout the academic community and beyond.	91.0	90.3	90.3	An innovative and knowledge-based economy
2.2 Targeted Research and Training Initiatives	Excellent SSHRC-funded research is targeted in areas of importance to Canadians (as defined by SSHRC, in consultation with the research community and various stakeholders).	19.0	22.0	18.8	An innovative and knowledge-based economy
2.3 Strategic Research Development	Research institutions are supported to conduct research development, and new research and researchers are attracted in strategic and critical areas.	27.3	24.3	24.3	An innovative and knowledge-based economy
Strategic Outcome 3.0: Knowledge Mobilization—The Transfer, Dissemination and Use of Social Sciences and Humanities Knowledge					
3.1 Research Communication and Interaction	Interactions between researchers and between researchers and users of research are taking place.	27.4	27.6	27.6	An innovative and knowledge-based economy
Strategic Outcome 4.0: Institutional Environment—A Strong Canadian Science and Research Environment					
4.1 Indirect Costs of Research	Universities and colleges have the necessary resources, research facilities and services to carry out and mobilize world-class research, and have the ability to meet their institutional teaching and citizenship mandates while carrying out world-class research.	315.1	315.1	315.1	An innovative and knowledge-based economy

The following tables are available on the Treasury Board of Canada Secretariat website, at http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp :

- Details on SSHRC Transfer Payments Programs
- SSHRC Evaluations, 2008-09
- SSHRC Internal Audits, 2008-09
- SSHRC Services Received Without Charge
- SSHRC Sources of Non-Responsible Revenue